CENTRE FOR RESEARCH

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ABSTRACT

Social media recruitment is trending in the E-recruitment arena. Internet based electronic recruitment such as email and job sites had been advantageously contributing to the HR world from the early 1990s. Compared to traditional recruitment methods, e-recruitment and social media recruitment have proven cost-effective, paperless and affordable. This research aims at alerting the job seeker to make efficient use of the social media networking platforms. The entire research is carried out in the recruiter's perspective.

The basic expectation of a recruiter with respect to online personal brand image and virtual trust on a social media profile is identified from an employer perspective in this study. The influence of online personal brand image and virtual trust on social media recruitment success is studied from the perception of a recruiter. The identified relationship and the influencing factors are highlighted for the benefit of a job seeker. The research offers an insight to the job seeker in building an online personal brand image and virtual trust with conscious efforts. The identified relationship is analysed on the basis of company types (Multi-national and domestic companies) to customize a jobseeker's social media profile beneficially.

As the ultimate objective of a job seeker's profile is to match the recruiter's expectation, the research was designed with the purpose of developing an instrument. A research instrument to measure the variables where built on the basis of an expert interview. After validation, the instrument was used in a quantitative survey process. A factor analysis revealed three sub constructs to each independent variable. Professional competencies, business skills and personal attributes were the factors of online personal brand image. The three factors under virtual trust were cognition-based trust, institution-based

trust and identification-based trust. There were eight critical factors which measured the social media recruitment success. These factors measured the satisfaction of the employer with respect to employee behaviour. A structural equation model revealing the positive relationship between the sub-constructs of online personal brand image, virtual trust and the social media recruitment success was achieved. This positive relationship in domestic companies was positively stronger than in multi-national companies in Bangalore zone. Virtual Trust expectation of the recruiters in domestic companies were high, when compared to Multinational companies, and the online personal brand image relationships.

The research contributes prediction, testable proposition and causal explanation to information system's theory. The explanation of in-depth relationship contributes to improve job seeker's social media profile building practically.

Key words: Social media recruitment, online personal brand image, virtual trust, personal attributes, identification-based trust, recruiter's perspective, social media profile.

TABLE OF CONTENTS

SECTION NO.	TITLE	PAGE NO.
1	Introduction	1
2	Review of literature	2
3	Need for the research	5
3.1	Statement of the problem	6
4	Research question	6
5	Variables under research	7
6	Operational definitions	7
7	Objectives of the research	9
8	Hypotheses framed	9
9	Conceptual model of the study	10
10	Research method and design	11
11	Sample size	13
12	Factor analysis	13
12.1	Online Personal Brand Image	14
12.2	Virtual Trust	16

13 Reliability and validity of the instrument 18

13.1 Reliability 18

13.2 Validity 19

13.2.1 Validity of online personal brand image 19

13.2.2 Validity of virtual trust 20

14 Univariate and multivariate normality 21

15 Frequency distribution 21

16 Analysis of variance 21

17 Path analysis 22

18 Multi-group Analysis 24

19 Findings Based on the objectives 27

19.1 Discussion 27

20 Results of the hypotheses 27

21 Contributions of the research 28

21.1 Contributions to theory 28

21.2 Contributions to practice 29

21.3 Survey instrument 30

22 Implications 30

23	Recommendations	30
24	Limitations of the research	31
25	Scope for future research	31
26	Conclusion	32
	References	33

LIST OF FIGURES

Figure 1	Conceptual model	10
Figure 2	Research design	12
Figure 3	Path Analysis	28

LIST OF TABLES

Table 1	Variables under research	7
Table 2	Operational Definitions	8
Table 3	Rotated Component Matrix of Online personal brand image	15
Table 4	Rotated Component Matrix of Virtual Trust	17
Table 5	Reliability of the variables	19
Table 6	Model Validity measures of online brand image	20
Table 7	Model Validity measures of virtual trust	20
Table 8	Frequency distribution	24
Table 9	Analysis of Variance of Online personal brand image factors	24
Table 10	Analysis of Variance of Virtual trust factors	26
Table 11	Results of the Hypotheses	34

SYNOPSIS

1. INTRODUCTION

Human resources are the strength of organizations in accomplishing their visions. Recruitment has played an integral part of corporate success strategies. Information and communication technologies enables recruiters in successful recruitment process from the early 1990s. The current advancement in the ICT enabled scenario is the social media recruitment. Though the trends in recruitment are progressing, the unwritten psychological contract-expectation is a stable principle. Competencies and trust play a vital role in the recruitment procedure. The social media information system has eased the process of recruitment as an open information system. This builds the advantage of paperless, cost-effective and competent recruitment for employers. The agenda of this research is to construct a scenario of robust social media information system for a recruiter and a clear strategic rule of thumb for building a job seeker's profile.

Social media is identified as a potential source of entertainment, e-commerce, networking and information sharing system. This research turns out to be an eye opener to utilise social media as a recruitment-based information sharing system for both ends (recruiter and job seeker). This research study attempts to identify the essential elements of a job seeker's profile on social media platform. The hidden agenda is to aid the identification of a perfect match for competent vacancies from the recruiter's end, to make the online recruitment process beneficial for the employer. Online personal brand image and virtual trust factors on a job seekers profile and their contribution towards the success of social media recruitment is studied from the recruiter's perspective in this

study. This contributes to the ultimate goal of utilising social media as a HRIS (Human Resource Information System) in a broad spectrum.

In the synopsis, an overall idea of the previous literatures pertaining to the theoretical frame work, variables of the study, the field of the study and the population are presented. The need for the study is established before the literature to convey the intense choice of the research problem. The research questions are highlighted based on the need for the research, leading to the objectives of the study. A research design is customised to match the assumptions and paradigms of the research scenario. The development of the instrument and the validation procedure are elaborated to support the findings. The research contribution is presented before the conclusion.

2 REVIEW OF LITERATURE

Recruitment is a process of attracting capable people towards vacancy in an organisation (Bratton & Gold, 2000). The right choice of candidates leads to the advantage of reduction in cost, lesser effort to retention and effective processes within the organisation (Piotrowski & Armstrong, 2006). The competent recruitment needs, has led to the evolving recruitment culture of electronic recruitment. E-recruitment has been trending in the recruitment research arena from the 1990s (Holm, 2009). Social media recruitment in the recruitment process perspective is identified under the zone of e-recruitment paradigm (Yadav et al., 2019) in the research history. ICT studies (Interest aided communication technology) classify social media recruitment under the Web 2.0 paradigm (Kaplan & Haenlein, 2010). E-recruitment is a broad spectrum which covers recruitment option including corporate websites, job boards, social media platforms and consultancies (Afshar & Fayyazi, 2014). E-recruitments have saved up to 87% of the costs in organisations (Maurer & Liu, 2007). The advantage of time, cost, wide spectrum coverage, better match and screening

ease has proven economical in case of e-recruitment in corporate companies (Hosain et al., 2016; Kapse et al., 2012). E-recruitments of candidates is emerging as an advantageous tool bringing efficiency in the competent recruitment scenario (Holm, 2009; Hosain et al., 2016).

Social media recruitment dates back to 2011 from the execution of monster.com's hiring strategies (Clifford, 2009), the research executed an internet search for "Social media manager" on monster.com and the search yielded more than 1000 matches. From then, there has been elevation in the graph of social media hiring (Jon, 2011).

Traditional recruitment frameworks include psychological contracts which is a set of unwritten expectations that employers and individuals have for each other and it is essential for the organisation's survival (George, J. 2013). E-recruitment with expectations from both ends can be eased by an information sharing system. A common platform where the job seeker shares the knowledge, skills and personal information and the recruiter is capable of viewing it. This is feasible on a social media platform.

The nature of internet aided communication technology emphasises on building trust in virtual environment due to lack of physical proximity. (Jarvenpaa et al., 1999). Social media information sharing is dependent on social media trust and the intention to use social media as per the theoretical framework on social media information sharing (Chinje & Chinomona, 2018). The intention to use social media in current research is to highlight the knowledge, skills, ability, network, and dominant personal attributes of a job seeker to communicate to the recruiter, in a perfect order in the virtual scenario.

Online personal brand image creation is an organised process through which people market themselves through a three phased strategy - brand identity,

brand positioning and brand image (Khedher, 2014). Another research identifies Online personal brand image creation as a three-step process of identifying the self, communicating the self efficiently and achieving the career objective (Zarkada, 2012). The framework of personal branding includes trustworthiness, integrity, goodwill, authenticity, specialization, consistency and performance as its basic criteria (Rampersad, 2008). Sharing this specialised personal information in a balanced form on social media with an intention to achieve career goals and objectives is known as online personal brand image building.

The social media trust theory supports the fact that the social media trust along with the purpose and intention to use social media for online personal brand image building makes information sharing successful. To verify the fact on the contribution of success towards social media recruitment through this process, the critical factors contributing to the success of e-recruitment process were identified in concurrence with the research sources (Ghazzawi & Accoumeh, 2014; Vaishali Punia, 2018).

Thus, this research study considers the population (social media-based job seekers) who could use social media to benefit from the results. The theory of intention to use social media with trust for information sharing, is extended to test the success of social media recruitment from the recruiter's perspective. The intention to use is substituted with building an online personal brand image.

3 NEED FOR THE RESEARCH

Despite India being the second largest in the world market for professional networking sites, only 7.4% of the traffic is from India. In contrast, the country has shown an increasing unemployment rate in the recent past showing 7.8% of unemployment in Jan 2020 with 0.6% increase from last quarter of 2019 (tradingeconomics.com). Though there might be economic reasons at the backyard, the survey highlights that the average internet users identified are of the average age group of 27 years. In contradiction, Indian youth in the age group of 21-24 years (livemint.com) contribute highly towards unemployment. The internet and social media usage do not justify the unemployment statistics.

There is a need to use cost effective resources like social media to the optimum to increase employment and productivity. The purpose is to enlighten the youth, to perceive social media as an effective information sharing platform. The second largest population of India fall under the age group 15-29 years (Encyclopaedia Britannica, 2018). A responsible use of cost-effective resource like social media could reduce unemployment and increase the quality of the population seeking employment.

Most job seekers in social media do not sense their responsibility towards building a social media profile and there is lack of knowledge of the social media profiles influencing the recruitment and employment possibility through social media. Most rural job seekers in their age group of 23-30 envision social media networks as an entertainment and social networking medium. The importance of social media networks with respect to recruitment and image building is a blurred idea to this population.

Companies who are employers in the 21st century ICT enabled work environment have adopted to strategies of recruiting on social media terming it

as e-recruitment, e-cruitment (Galanaki 2002), digital recruitment or social media recruitment. They create employer brands of their own highlighting the culture and talents of their organisations through social media platforms. Their understanding of the utility value of social media platforms encourage their recruiters to recruit electronically through social media profiles as the method has proven to be cost effective, paperless and advantageous to the company and its brand value.

3.1 Statement of the problem

As long as the social media jobseekers are not informed of the effective recruitment strategies through social media, the rate of social media recruitment may remain low.

The jobseeker as a social media activist is not informed of the tactical use of social media for recruitment, through prioritised information sharing with purpose. The basic elements that initiates recruitment via social media profile are previously not highlighted from the recruiter's perspective. This leaves the efficient use of social media for recruitment in the unexplored list of social media activities for most Indian jobseekers. This stake holder's perspective can initiate proactiveness from the informed group of jobseekers.

The cost-efficient paperless recruitment, in the recent era is trending to highlight the social media recruitment zone as an effective medium. The basic elements of a profile while recruiting through social media is still an uninformed secret to conservative recruiters. The conservative recruiter's transformation to e- recruitment has to be attended. This could increase the rate of successful social media recruitment.

The under rated use of social media as a productive resource is not sensed by the social media active population. The best use of the technology for

recruiting and employment purpose needs to be addressed through an end user perspective.

4 RESEARCH QUESTION

1. What are the major elements for building a social media profile?
2. What is the relationship between these profile building elements and the social media recruitment success?

The above research questions needed exploration from the perception of the recruiter, as the recruiter is responsible for recruiting an individual and rating the success of recruitment of an employee in the employer's perspective. Based on the above research questions, the following variables and their nature in the research process were identified.

5 VARIABLES UNDER RESEARCH

The Variables under research are listed in table 1.

Table 1

Variables under research

S no	Nature of the variable	Name of the Variable
1	Dependent Variable	Social media recruitment success
2	Independent Variable 1	Online Personal Brand Image
3	Independent Variable 2	Virtual Trust
4	Control Variable	Company types – Multinational Company, Domestic Company

Source: Primary Data

Table 1

6 OPERATIONAL DEFINITIONS

The interpretation of the variables and terms used in the study are listed in Table 2. The definition of terminologies used in the research, in the

understanding of the research context is presented for the conceptual understanding of the research.

Table 2 Operational Definitions

Terminology	Operational Definition
Social Media	A platform that enables Internet users to communicate network and 8socialize with each other
Recruiter	An individual who fills job vacancies within an organization including responsibilities like identifying competencies and negotiating compensations
Job seeker	An individual looking for a new job or change of job
Social Media Profile	The detailed presentation of individual identity including Qualification, Photo, etc. and social characteristics expressed through self-created usernames on social media applications
Online Personal Brand Image	Establishing a value-based image of an individual in a viewer's perspective
Virtual Trust	The trust established in the physical absence of two or more parties
Social media recruitment success	Constructs that measure the success of social media recruitment

7 OBEJCTIVES OF THE RESEARCH

Based on the research questions, the following objectives were framed.

1. To identify the major elements of online personal brand image in the perception of a recruiter.
2. To identify the major elements of virtual trust on a social media profile in the perception of a recruiter.
3. To identify the factors estimating social media recruitment success in the recruiter's perception.
4. To know the impact of online personal brand image and virtual trust on the success rate of social media recruitment.
5. To compare the relationship based on the nature of operation of the companies (company types).

8 HYPOTHESES FRAMED

H_{01} – Online personal brand image does not affect the social media recruitment success.

H_{02} – Virtual trust does not affect the social media recruitment success.

H_{03} – Online personal brand image in multinational companies does not affect the social media recruitment success.

H_{04} – Virtual trust in multinational companies does not affect the social media recruitment success.

H_{05} – Online personal brand image in domestic companies does not affect the social media recruitment success.

H_{06} – Virtual trust in domestic companies does not affect the social media recruitment success.

9 CONCEPTUAL MODEL OF THE STUDY

The conceptual model (Figure 1) helps in understanding the causal relationship assumed between the variables defining the nature of the variables within the scope of this research.

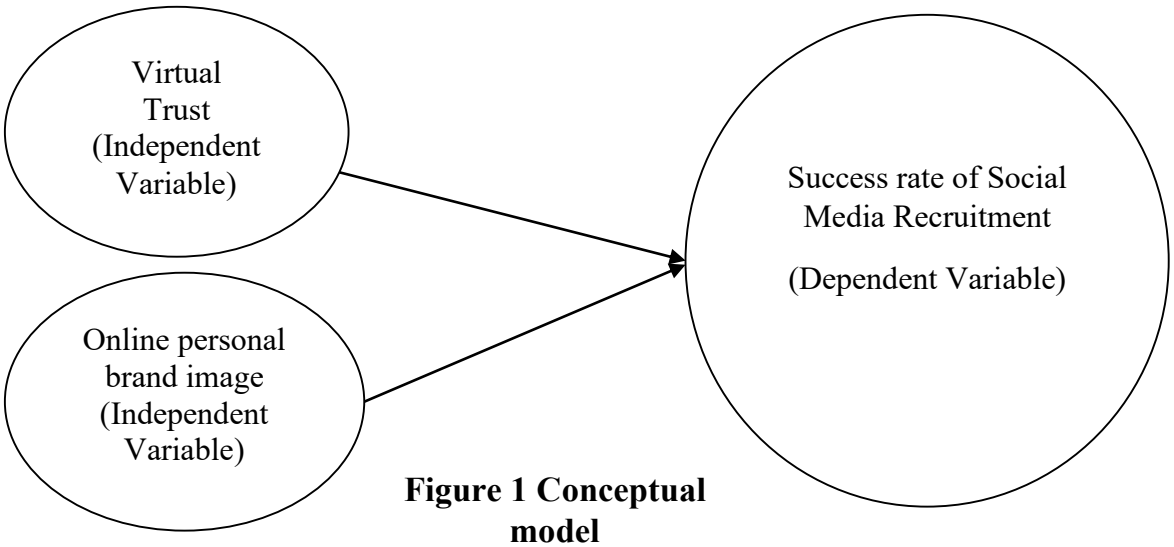
Virtual Trust (Independent Variable)
Online personal brand image (Independent Variable)
Success rate of Social Media Recruitment
(Dependent Variable)

Figure 1 Conceptual model

10 RESEARCH METHOD AND DESIGN

A recruiter's perception towards the online personal brand image and virtual trust had not been measured in earlier researches and hence to develop a scale, the research was planned in two phases. In the first phase, an expert interview was conducted on a purposive sample of 69 recruiters.

A valid sample of 64 transcriptions underwent a summative content analysis. A summative content analysis is quantifying a qualitative data based on the number of times, a particular word and the synonym occurs. 51 keywords were identified which were finally narrowed down to 38 keywords based on synonymous repetition.

A survey instrument was developed based on the 38 themes and eight critical success factors that the recruiters identified as factors of social media recruitment success that could be confidently shared with anonymity of identification of the recruiters and their companies. This survey questionnaire, after an expert opinion poll, with additional five items suggested by the experts was taken into the field for survey.

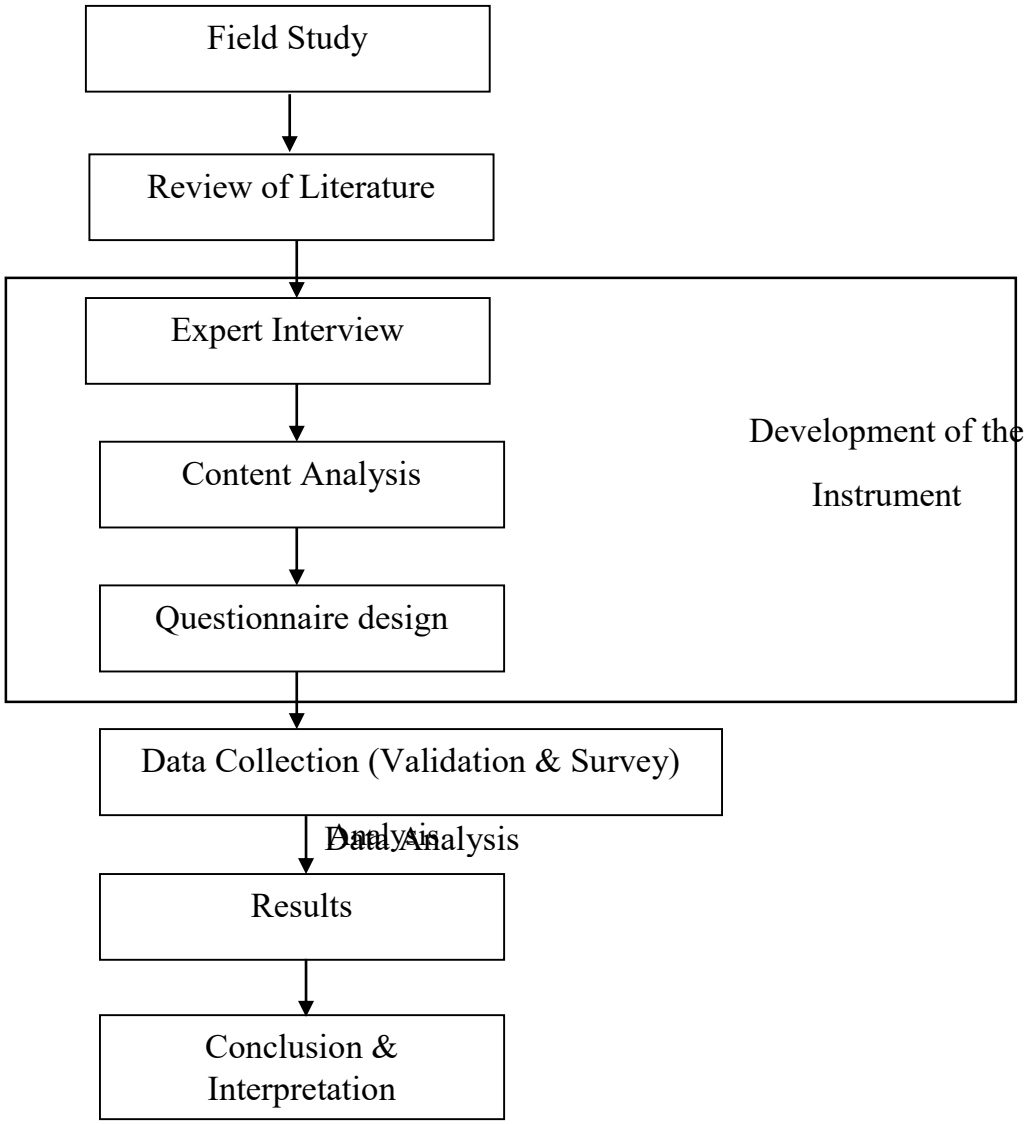

Figure 2 Research design

11 SAMPLE SIZE

The population size of the recruiters who recruit on social media is unknown and hence the formula to identify the sample size for unknown population suggested by Krejcie and Morgan (1970) was used. A pilot study of 100 respondents was conducted and the range value of the dependent variable was identified for substitution in the formula. The formula used is presented below:

$$\text{Sample Size} = \frac{\left(\frac{\text{Range}}{2}\right)^2}{\left(\frac{\text{Accuracy Level}}{\text{Confidence Level}}\right)^2}$$

Where, confidence level for the present research is assumed at 95% and hence the value of confidence level at 95% is 1.96 and the accuracy level is determined by the following formula

Accuracy Level = RANGE X Desired level of accuracy (expressed as a proportion)

The RANGE value is determined from subtracting the maximum range value from the minimum

The use of above formula at the confidence level of 95% yielded a result where the sample size was supposed to be 374. In the process of data collection, despite collecting the required sample quota, there were only 348 samples valid for data analysis after the data cleaning process. Ethics required to be followed in a research process has been observed while collecting the data.

12 FACTOR ANALYSIS

The purpose of factor analysis in this research is to categorise on the online personal brand image elements and virtual trust elements identified as

constructs from the expert interview and not dimension reduction. Grouping these elements together, aids a job seeker to focus on building a prospective social media profile based on the main focus zones identified.

An exploratory factor analysis based on the themes arrived, in the instrument building phase was run and the factor names of the item constructs based on their Eigen values are discussed below. Eigen values explain the difference of variance between the observed variables and the original context. The values 0.5 and above in factor loadings is acceptable and the value above 0.7 is good for acceptance (Rajendra, 2009). All the values of the factorised items are observed above 0.5 and most of the factors had loadings above 0.7 making all items acceptable for satisfying the research condition.

12.1 Online personal brand image

Online personal brand image is the unique value proposition of the profile holder. The value proposed depends on the combination of the skills and abilities of the person in relation to the task and goals he is looking forward to (Rampersad, 2008). There are multiple constructs that make a personal brand and few of the constructs have been identified through expert interview process in social media recruitment perspective of recruiters.

The major elements of online personal brand image identified by the recruiters, in the interview process, were listed as 28 items on the quantitative survey questionnaire. After the pilot survey these items were categorised as mentioned in the Table 3. The identified factors were named as Professional Competencies, Business Skills and Personal Attributes.

Table 3
Rotated Component Matrix of Online personal brand image

Factor names	Items	Component 1	2	3
Professional competencies dimensions	Communication skills	.819		
	Ability to apply knowledge	.762		
	Logical thinking	.757		
	Computer proficiency	.752		
	Research skills	.746		
	Critical analysis	.728		
	Adapt to change	.663		
	Ability to handle pressure	.655		
	Work experience	.638		
	Academic excellence	.589		
Business Skills Dimensions	Problem solving skills		.806	
	Leadership skills		.785	
	Planning and organizing		.781	
	Teamwork		.742	
	Presentation skills		.706	
	Overall quality of work		.669	
	Entrepreneurial spirit		.655	
	Initiative		.635	
	Time management		.622	
Personal Attributes Dimensions	Enthusiasm			.792
	Self-confidence			.788
	Self-reliance/independence			.774
	Creativity			.751
	Self-motivation			.736
	Maturity			.734
	Flexibility and adaptability			.681
	Willingness to learn			.622
	Attendance/Punctuality			.551

Table 3

12.2 Virtual Trust

The major elements of virtual trust identified by the recruiters were listed in 15 items on the quantitative survey questionnaire. The listed item after survey of the recruiters were categorised in Table 4.

The output of the factor analysis is obtained by applying the principle component analysis. The table comprises the commonality of all 15 variables and the Eigen values of all factors. There are three extracted factors in virtual trust on rotated factor matrix loadings.

Table 4

Rotated Component Matrix of Virtual Trust

Factor Name	Items	Component 1	2	3
Cognition Based Trust	1. Size of network	.865		
	2. Online participation	.810		
	3. Topics discussed in social network	.784		
	4. Privacy and security	.766		
	5. Usefulness and ease of use is important	.753		
	6. I think group membership is an effective context for trust development (Honesty, Benevolence, Integrity and Cooperativeness)	.740		
Institution Based Trust	7. Knowledge and understanding		.807	
	8. Stabilizing trust in familiarity with technological features		.781	
	9.The past behaviour and evinced trustworthiness of Trustee's		.764	
	10.Past interaction in my social networking sites		.735	
	11.Trust in a working relationship		.707	
Identification Based Trust	12.Important to stabilize the social media network			.880
	13.Strength of social media leads to emotional closeness			.840
	14.Physical proximity			.680
	15.Tasks and goals are important to stabilize the social media network			.678

Source: Primary data

Table 4

13 RELIABILITY AND VALIDITY OF THE INSTRUMENT

A measurement model is quality tested through confirmatory factor analysis (Teo, 2011). Confirmatory factor analysis helps in verifying the representation of constructs by the measured variables. In the development of cause and effect hypothesis, the variable based latent constructs describe the measurement model (Gerpott et al., 2001).

In convergent validity, the value of estimated standardised factor loadings are expected within the limit above 0.6. This is tested using Anderson and Gerbing's (Anderson & Gerbing, 1988). Average Variance Extracted (AVE) is an appropriate measure for convergent validity. The true score variance in relation to the total score variance is the Composite Reliability (CR). The composite reliability is expected to be 0.7 or higher (Nunnally & Bernstein, 1994, Malhotra & Dash, 2011). Research study also state that CR is not as conservative as AVE. The research can be concluded based on the adequacy of a construct's convergent validity even if half the variance is caused by error (Malhotra & Dash, 2011).

The convergence of a factor is indicated through its high loading value (Hair et al., 2017). All factor loadings should be statistically significant and should have 0.5 and above standardised loading values. 0.7 or higher value strongly supports the construct validity.

13.1 Reliability

Measuring the internal consistency of an instrument is called reliability. The reliability value expressed through Cronbach alpha was 0.852 for the virtual trust scale. The Cronbach alpha of online personal brand image was 0.94. The Cronbach alpha value for social media recruitment success social media

recruitment success was 0.86. The values above 0.9 ensured the reliability of the instrument built.

Table 5

Reliability of the variables

S. No.	Name of the scales	Cronbach's alpha
1	Online personal brand image	0.94
2	Virtual Trust	0.852
3	Social Media Recruitment success	0.86

Table 5

13.2 Validity

The data collected must produce valid relevant information free from systematic errors. According to Hair (Hair, 2017), Validity is when the test is capable of testing what it is designed for. Confirmatory factor analysis enables in testing the quality of a measurement model (Teo, 2011). A confirmatory factor analysis is used to check how well the measured variables represent the items that tests the research variable (Hair et al, 1998).

13.2.1 Validity of Online personal brand image

The following table shows that the Maximum Reliability (Professional Competencies Dimensions = 0.946, Business Skills Dimensions = 0.945, Personal Attributes Dimensions = 0.943) is more robust than the Composite Reliability (Professional Competencies Dimensions = 0.942, Business Skills Dimensions = 0.941, Personal Attributes Dimensions = 0.921). The Composite Reliability is greater than 0.9 explaining internal consistency existence in-between the samples (Gaskin & Lim, 2018). The Average Variance Extracted

values are higher than 0.5. This supports the convergent validity of the constructs. The table shows that maximum shared variance is less than AVE and the square root of AVE is greater than the inter-construct correlations, thereby supporting the discriminant validity of the constructs, at 99.9% confidence level.

Table 6

Model Validity Measures of Online personal brand image

Dimensions	CR	AVE	MSV	Max R(H)	Professional Competency	Business Skills	Personal Attributes
Professional Competency	0.942	0.622	0.593	0.946	0.788		
Business Skills	0.941	0.638	0.593	0.945	0.770***	0.799	
Personal Attributes	0.921	0.567	0.469	0.943	0.631***	0.685***	0.753

***p<0.001

Source: Primary data

Table 6

13.2.2 Validity of Virtual Trust

The above table shows that the Maximum Reliability (Cognition Based Trust = 0.925, Institution Based Trust = 0.879, Identification Based Trust = 0.842) is more robust than the Composite Reliability (Cognition Based Trust = 0.907, Institution Based Trust = 0.857, Identification Based Trust = 0.838). The Composite Reliability is greater than 0.8 explaining internal consistency existence in-between the samples (Gaskin & Lim, 2018). The Average Variance

Extracted values are higher than 0.5. This supports the convergent validity of the constructs. The table shows that maximum shared variance is less than AVE and the square root of AVE is greater than the inter-construct correlations, thereby supporting the discriminant validity of the constructs, at 99.9% confidence level.

Table 7

Model Validity Measures of Virtual Trust

Dimensions	CR	AVE	MSV	Max R(H)	Cognition Based Trust	Institution Based Trust	Identification Based Trust
Cognition Based Trust	0.907	0.622	0.287	0.925	0.788		
Institution Based Trust	0.857	0.550	0.287	0.879	0.536***	0.741	
Identification Based Trust	0.838	0.564	0.254	0.842	0.500***	0.504***	0.751

***p<0.001

Source: Primary data

Table 7

14 UNIVARIATE AND MULTIVARIATE NORMALITY

A normal distribution of the variables was identified from the bell-shaped curve making the data proficient for parametric tests. The assumptions for Structural Equation Modelling including the continuous scale for the dependent variable, the multicollinearity issue, independent residuals and

outliers were checked. The graphs and representations ensured the possibility of Structural Equation Modelling. The scale used to measure the dependent variable was continuous. The linear relationship between the dependent variable and each of the independent variable was checked through Durbin-Watson method and a relationship existed between the two. The scatter plot and homoscedasticity ensured no outliers or influential points. The residual errors were normally distributed with values between -3 and 3. The above assumptions qualified the data for structural equation modelling.

15 FREQUENCY DISTRIBUTION

The frequency distribution of the demographic variable was analysed and presented in a table. The population from Multi-national companies and domestic companies with respect to gender, age, educational qualification, experiences were analysed. Specific employee details with respect to company types, including the type of industry the recruiters worked for, the advertising methods they choose, and the frequency of usage of social media recruitment tools were observed in-depth. The results are presented in Table 8.

Table 8

Frequency distribution

Company Type	MNC		Domestic	
	Count	%	Count	%
Gender				
Male	92	26.40%	75	21.60%
Female	117	33.60%	64	18.40%
Age				
Below 25 years	19	5.50%	15	4.30%
25-30 years	43	12.40%	28	8.00%
30-35 years	64	18.40%	42	12.10%
35-40 years	58	16.70%	46	13.20%
Above 40 years	25	7.20%	8	2.30%
Educational Qualification				
Under Graduation	52	14.90%	18	5.20%
Post-Graduation	18	5.20%	52	14.90%
MPhil/PhD	34	9.80%	0	0.00%
Professional education	105	30.20%	69	19.80%
Experience				
Below 2 years	25	7.20%	43	12.40%
2-4 years	51	14.70%	18	5.20%
4-6 years	67	19.30%	43	12.40%
6-8 years	48	13.80%	18	5.20%
Above 8 years	18	5.20%	17	4.90%

Source: Primary data

Table 8

16 ANALYSIS OF VARIANCE

The analysis of variance of the independent variables with respect to the company types, gender, age of recruiter, their educational qualification, and experience tenure along with the types of industry, the choice of advertising method and the frequency of use of social media recruitment tools were analysed. The impact of these features on the expectation of lower order constructs were identified though not in every case of the higher order constructs. The differences in expectation of the recruiters on online personal brand image dimensions with respect to the demographic and other variables are presented in table 9.

Table 9

Analysis of Variance of Online personal brand image factors

S no	Demographic and other variables	Online Personal Brand Image	Null Hypotheses
1	Company Types	Personal Attributes Dimension	Accepted
2	Gender	No difference	Accepted
3	Age	No difference	Accepted
4	Educational Qualification	Online Personal Brand Image	Rejected
5	Experience Tenure	Professional Competencies and Personal Attributes	Accepted
6	Industry	Online Personal Brand Image	Rejected
7	Mode of Advertisement on Social Media	Online Personal Brand Image	Rejected
8	Frequency of use of Social Media Tools	Online Personal Brand Image	Rejected

Table 9

The differences in expectation of the recruiters on virtual trust dimensions with respect to the demographic and other variables in the Table 10.

Table 10

Analysis of Variance of Virtual trust factors

S no	**Demographic and Other Variables**	**Virtual Trust**	**Null Hypotheses**
1	Company Types	Cognition and Identification Based Trust	Accepted
2	Gender	Identification Based Trust	Accepted
3	Age	No difference	Accepted
4	Educational Qualification	Identification Based Trust	Accepted
5	Experience Tenure	Virtual Trust	Rejected
6	Industry	Identification Based Trust	Accepted
7	Mode of Advertisement on Social Media	Identification Based Trust	Accepted
8	Frequency of use of Social Media Tools	Cognition Based Trust	Accepted

Table 10

17 PATH ANALYSIS

The conceptual model of the research is tested through a path analysis. The following hypothesis were framed.

H_{01} – Online personal brand image does not affect the social media recruitment success.

H_{02} – Virtual trust does not affect the social media recruitment success.

Recruiters saw online personal brand image and virtual trust as the essential factors in selection process of a social media profile. Both online personal brand image and virtual trust has shown a positive correlation towards social media recruitment success. The increase in the various constructs under online personal brand image and virtual trust factors increases the social media recruitment's rate of success. The same applies vice-versa with the decrease in the constructs.

The professional competencies and business skill factors contributed more towards social media recruitment success when compared to the personal attribute factors. The personal attribute factor is considered essential though it contributes comparatively lesser than professional competencies and business skills towards social media recruitment success.

Cognition based trust factor under virtual trust contributed more towards social media recruitment success, when compared to the institution-based trust factor and identification-based trust factor. The institution-based trust and identification-based trust were assumed to be the most essential factors in the virtual environment at the beginning of the research. The recruiters' interview and quantitative survey have revealed cognition-based trust factor as the most contributing under the virtual trust factors. While recruiting and selecting a social media profile, identification of the individual and the associated institutions increase the trust levels but cognition-based trust contributed more towards the employment-based trust perspective. Online personal brand image is positively related to social media recruitment success of a jobseeker as

perceived by a recruiter. Online personal brand image shows positive influence on social media recruitment success. The social media recruitment success is positively influenced by virtual trust also, positively.

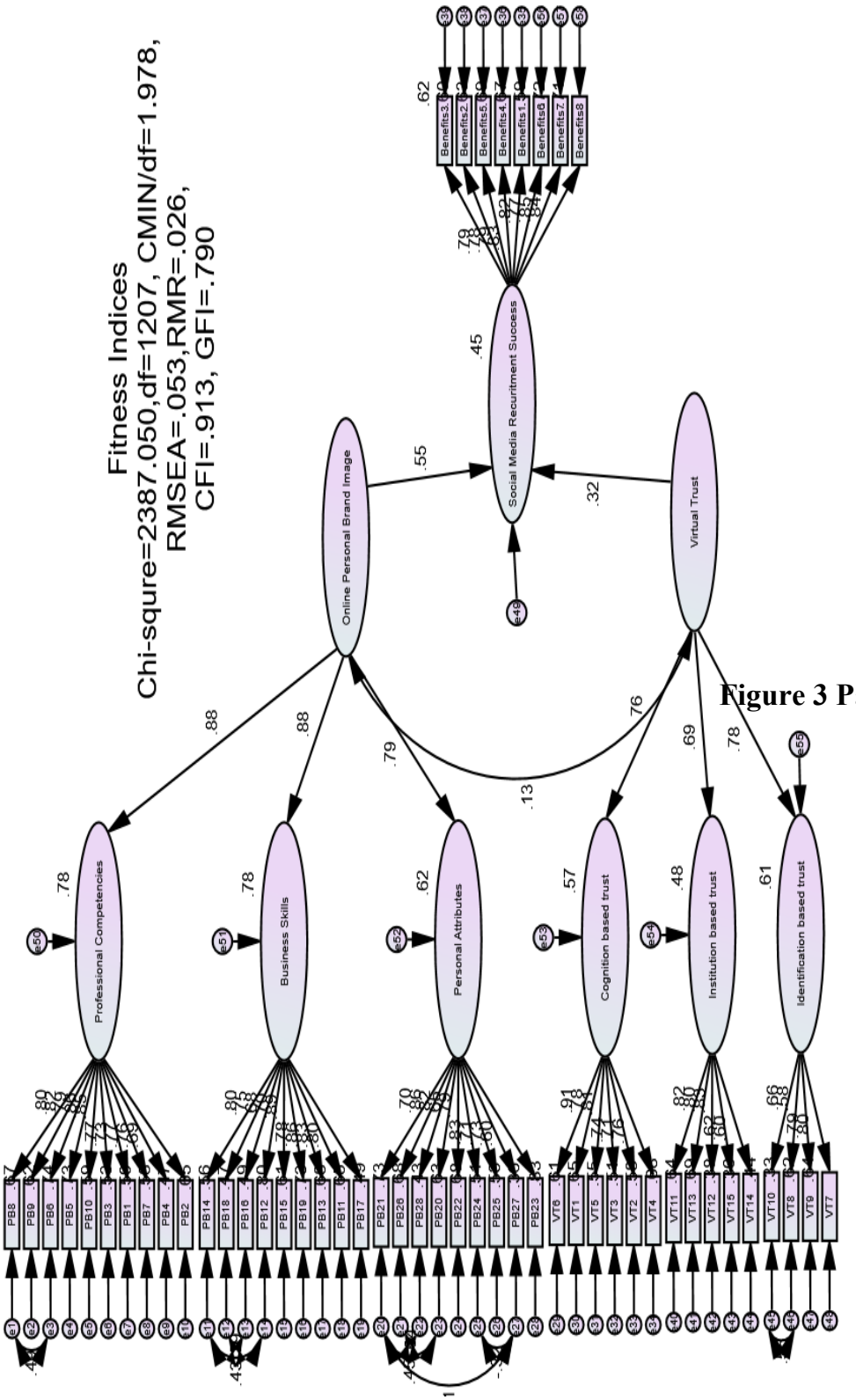

Figure 3 Path Analysis – Covariance mo

Hence social media recruitment success is highly influenced by online personal brand image and virtual trust factors, at a confidence level of 99.9%. Hence hypothesis H_{01} and H_{02} are rejected.

18 MULTIGROUP ANALYSIS

The effect of the control variable on social media recruitment success is tested through a multi-group analysis. The following hypothesis were framed.

H_{03} – Online personal brand image in multinational companies does not affect the social media recruitment success.

H_{04} – Virtual trust in multinational companies does not affect the social media recruitment success.

H_{05} – Online personal brand image in domestic companies does not affect the social media recruitment success.

H_{06} – Virtual trust in domestic companies does not affect the social media recruitment success.

The multi-group analysis (MGA) was conducted to test the significant differences between identical models for different groups (social media recruitment by multinational companies and domestic companies). The identified differences can be used to highlight the potential errors if subpopulations are considered as a single homogeneous group, by gaining insight into group differences, strategy implementation. Hence the hypotheses were rejected.

19 FINDINGS

The major elements of a social media job seeker's profile were classified as online personal brand image and virtual trust. The major items defining the variables were identified by expert interviews. There were 28 items under online

personal brand image and 15 items under virtual trust. The social media recruitment success was defined by 8 items.

The major elements of online personal brand image and Virtual trust were categorised through factor analysis. Three factors were identified under each of them. The three online personal brand image factors are professional competencies, business skills and personal attributes. The three virtual trust factors are cognition-based trust, institution-based trust and identification-based trust.

The reliability of the scales was identified through the Cronbach alpha in an exploratory factor analysis (EFA). The online personal brand image (0.96), virtual trust (0.852) and social media recruitment success (0.86) had Cronbach alpha values above 0.7 proving the scales reliable.

All the six latent constructs identified from the main variables showed a composite reliability (CR) with minimum acceptable level (0.70). Professional competencies (0.942), Business skills (0.941), Personal attributes (0.94), Cognition-based trust (0.907), Identification-based trust (0.857) and Institution-based trust (0.838). The convergent validity (CV), average variance extracted (AVE), maximum shared variance (MSV) and support for discriminant validity were in the expected range, ensuring reliability and validity of the scale through a confirmatory factor analysis (CFA).

The independent variables (online personal brand image and virtual trust) showed a weak positive correlation towards social media recruitment success ($r=0.13$). The professional competencies and business skill factors are the significant components of online personal brand image when compared to the personal attribute factors. Cognition based trust factor and identification-

based trust under virtual trust are the significant component of overall virtual trust, when compared to the institution-based trust factor.

Online personal brand image had a positive influence on social media recruitment success ($\beta = 0.55$, $p = 0.001$). The success rate of social media recruitment metric is positively influenced by virtual trust also, positively and significantly ($\beta = 0.32$, $p = 0.001$), the value of R^2 was 0.45. Hence the success metric of social media recruitment is highly influenced by online personal brand image and virtual trust factors, at a confidence level of 99.9%. This explains the goodness of prediction for the success metric of a jobseeker from a recruiter's perspective. Hence hypothesis H_{01} and H_{02} are rejected. (Fig 3) The CMIN/DF (1.978) was at an excellent range and other considerable factors including CFI (0.913), SRMR (0.058) and RMSEA (0.053) were in the expected excellent limits. The model has a good fit.

The multi-group analysis (MGA) was conducted to test the significant differences between identical models for different groups (social media recruitment by MNCs and domestic companies). The p-value of the chi-square difference test [Unconstrained model ($\chi2=207.44$, df=82) and constrained model ($\chi2=222.04$, df=84); $\Delta\chi2=14.601$] is significant ($p<0.01$), meaning the model differs across the group (Gaskin & Lim, 2018). the path between virtual trust and success metrics of social media recruitment is significantly positively stronger for domestic companies ($|\beta1-\beta2|=0.362$; $p<0.00$).

The path from personal branding to success metrics of social media recruitment is $|\beta1-\beta2|=0.101$; $p=0.123$. 34% of the variation in success metrics of social media recruitment was explained by personal branding ($\beta=0.564$; $p<0.01$) and virtual trust ($\beta=0.179$; $p<0.05$) for MNCs and 69% of the variation in success metrics of social media recruitment was explained by personal branding ($\beta=0.463$; $p<0.01$) and virtual trust ($\beta=0.541$;$p<0.01$) for domestic

companies. Hence it can be concluded that types of company (MNCs and Domestic) was a moderator between the independent and dependent variables, with a 35% difference in model prediction, particularly, company type moderates the link between virtual trust and success metrics of social media recruitment.

One-way ANOVA revealed the following relationship among the demographic and other variables. The analysis of variance of the independent variables with respect to the company types, gender, age of recruiter, their educational qualification, and experience tenure along with the types of industry, the choice of advertising method and the frequency of use of social media recruitment tools were analysed. The impact of these features on the expectation of lower order constructs were identified though not in every case of the higher order constructs.

The differences in expectation of the recruiters on online personal brand image dimensions with respect to their age, industry, mode of advertisement and frequency of usage of social media tool to recruit were observed. Hence the hypotheses $H_0$10, $H_0$12, $H_0$13 and $H_0$14 were rejected. The differences in expectation of the recruiters on the personal attributes of the jobseekers with respect to company types they were employed and their experience tenure was observed. The experience tenure also impacted the expectation on profession competencies.

The differences in expectation of the recruiters on the virtual trust dimension was observed with respect to their experience tenure as recruiters. Hence the hypotheses $H_0$19 was rejected. The differences in expectation of the recruiters on the identification based-trust dimension was observed with respect to the gender, educational qualification, the type of industry, the type of company in

which the recruiters were employed and the mode of advertisement they used on social media. The differences in expectation of the recruiters on the cognition based-trust dimension was observed with respect to the company types and the frequency of use of social media tools.

19.1 Discussion

The major elements of a social media job seeker's profile were classified as online personal brand image and virtual trust. This finding answered the research question 1 through the expert interview. The major elements of online personal brand image were identified and categorised through a factor analysis. This answered the research question 1 from which the first objective was framed. The major elements of virtual trust were identified and categorised through a factor analysis. This answered the research question 2 from which the second objective was framed. The exploratory factor analysis after the quantitative survey yielded the results for the objectives 1 and 2.

The factors estimating the social media recruitment success were identified from the expert interview yielding results to the objective 3. This partly answers the second research question. Theoretically the number of factors can be retained as the original number of variables present (Rajendra, 2008). Hence there was no item reduction as each item had eigen values above 0.5.

The Professional Competencies factor under online personal brand image exhibited Communication skill as the base behind conveying one's personal brand (Rampersad, 2008, Kheder, 2014) and a base for virtual trust building (Martha, Maznevski and Chudoba, 2000 and Yu, 2015, Jarvenpaa and Leidener, 1999). Under the factor business skills work experience and adapting to change are research supported features in employer branding perspective (Uebbing, 2015), personal branding studies have mentioned these features as

personal attributes in their qualitative observation (Arruda, 2015). Business skills had been identified as business competencies in various studies not pertaining to social media recruitment limits (Xu, Zhu, Li, Xiong, 2018, Holm, 2009).

A personal branding study on social media awareness for students specifies the importance of trust and image building through knowledge and understanding (Johnson, 2017). This is much in concurrence with the research context of associating online personal brand image with virtual trust.

Cognition based trust items intended to convey that various groups seen in the network of an individual determines his interest based on social participation (Eger, Micik and Rehor, 2018, Zackaria, Amelinckx &Wilemon, 2004, Jarvenpaa &Leidner, 1999). The footprint of the individual in the social media platforms, their past behavior and stability with understanding of technological features all depends on the knowledge and field they are 'exposed to' and 'associated to' (Ong, 2011, Bicky &Kwok, 2011). Task of virtual trust building and stability on the social network rise due to lack of physical proximity (Hashim. K. F., 2015, Hartman 1999).

The eight elements mentioned by the recruiters as success determining factors of social media recruitment were studied already in employer branding-oriented researches. (Vaishali Punia 2018, Ghazzawi & Accoumeh 2014). The impact of the experience tenure of the recruiters in varied expectations context was in concurrence with the e-recruitment research on recruiter expectations (Ghazzawi & Accoumeh 2014). Advertising medium on social media has impacted the recruitment too (Afshar & Fayyazi, 2014).

The second research question was also answered by a path analysis which showed a positive relationship between the independent variables and the

dependent variable. This answered the objective 4. The impact of the type of companies had control over the effect of the research model. Objective 5 was answered through a multi-group analysis of the impact of multi-national and domestic companies on the relationship between the independent and dependent variables. Objective 5 was split into four hypotheses.

All the null hypotheses were rejected showing the difference of the recruiter's expectation based on the type of companies. The expectation on the virtual trust was comparatively higher than the online personal brand image in domestic companies. The expectation on the virtual trust was comparatively higher than the online personal brand image and virtual trust in domestic companies than multinational companies. The research on this area was quiet a new context which has not been explored. This research lays the foot track for more studies in the context.

20 RESULTS OF THE HYPOTHESES

Table 11

Results of the Hypotheses

Analysis Type	Hypotheses	Status
Path	H_{01} - Online personal brand image does not affect the social media recruitment success	Rejected
Path	H_{02} - Virtual trust does not affect the social media recruitment success	Rejected
Multi-group	H_{03} - Online personal brand image in multinational companies does not affect the social media recruitment success	Rejected

Multi-group	H_{04} - Virtual trust in multinational companies does not affect the social media recruitment success	Rejected
Multi-group	H_{05} - Online personal brand image in domestic companies does not affect the social media recruitment success	Rejected
Multi-group	H_{06} - Virtual trust in domestic companies does not affect the social media recruitment success	Rejected
Anova	H_{010} – There is no difference in the expectation of online personal brand image with respect to the educational qualification of the recruiter.	Rejected
Anova	H_{012} – There is no difference in the expectation of online personal brand image with respect to the type of industry t employing the recruiter.	Rejected
Anova	H_{013} – There is no difference in the expectation of online personal brand image with respect to the mode of advertisement on social media used by the recruiter.	Rejected
Anova	H_{014} – There is no difference in the expectation of online personal brand image with respect to the frequency of usage of social media tool by the recruiter.	Rejected
Anova	H_{019} – There is no difference in the expectation of virtual trust with respect to the experience tenure of the recruiter.	Rejected

Table 11

21 CONTRIBUTIONS OF THE RESEARCH

This study contributes to the existing knowledge on online recruitment through social media profiles and in practice, the study contributes to the job seekers' community on social media platform irrespective of their age, in building a reliable profile.

21.1 Contributions to theory

This research study has identified the subjective idea of online personal brand image and virtual trust in a complete recruitment perspective thereby identifying the significant elements that contribute to the strong trust building and brand building contexts in order to make a robust profile in the eyes of a recruiter. There have been research results showing trust elements increasing trust in a virtual environment to improve sales, team effectiveness and other business prospects. The content specific elements have offered guidelines for building a reliable and credible online social media profile as a contribution of this research to social media-based HR researches.

This study also has explored the online personal brand image requirements on a social media profile, not only in the profile holder's perspective. The emphasis is on the expectation of the consumer (recruiter) thereby enabling success of the social media recruitment process. The prioritised ranking of the mean values of the identified lower order constructs of online personal brand image emphasises the priority requirement of information disclosure in a recruitment perspective. This enables the recruitment research arena to view online personal brand image in the order of the priority to be enforced in building a social media profile. The final research model explains the influence of virtual trust and online personal brand image on the social media recruitment success where the predictability in the relationship is ensured. This

provides prediction, has testable propositions and causal explanation, which are the features of Type IV theory in information systems research (Gregor, 2006).

21.2 Contributions to practice

This research study contributes to practice with an explanation of relationships. The positive relationship between online personal brand image and virtual trust towards the social media recruitment success increases the reliability for a job seeker on the profile building elements identified through the factor analysis process. With prevailing unemployment stories and the strength of young population at the average age of 21-24, this finding is a reliable support to the developing, young, digital India. Next this finding also supports the context of best use of social media platforms which is a cost-effective resource on a global HR platform with increased requirement for diverse work culture from virtual environments.

21.3 Survey Instrument

This research also contributes the survey instrument with two different sets of items under online personal brand image and virtual trust. Factor analysis has also supported in identifying sub-factors which are the lower order constructs in the study. Thus, the instrument results as a contribution for measuring the identified lower order constructs for various HR study perspectives. This survey recommends the recruiters to design an expectation list on a social media profile based on their own priority-based expectations.

22 IMPLICATIONS

1) The research parameters help the job seeker to define his scope for a brand image.

2) The automated filters is not a reliable source to build a profile as expectations of recruiters and brand image of job seekers are customisable for varied requirements and situations respectively.

3) The efficient use of social media in a resource perspective to reach individual goals and to satisfy employer needs is attained through a single effort.

23 RECOMMENDATIONS

1) This research recommends a job seeker to be self-aware in order to build an online personal brand image based on his dream and vision.

2) The self-selling mission of a jobseeker requires conscious footprints in the social media.

3) The overrated self-proclamation of a jobseeker beyond reality could play a spoiler game.

24 LIMITATIONS OF THE RESEARCH

1) Geographical location of the study is a limiting factor as the study is only focussed on Bangalore zone.

2) The growth in technology could make the study obsolete sooner or later.

3) Online personal brand image and virtual trust may not only be the two essential factors of a jobseeker's profile. There could be multiple unidentified factors.

25 SCOPE FOR FUTURE RESEARCH

Current research is in the context of recruiter's expectation on jobseekers' profile. This research can be extended as follows

- To compare active and passive jobseekers and their social media profiles.

- Selected case studies of successful corporates adopting social media recruitment practices could be studied by comparing the outcomes. These case studies could also reveal the customised emotional intelligence perspective of the recruiter in recruiting employees for varied responsibilities.

- The impact of social media recruitment on rural job markets also needs in-depth research in a developing country like India.

- This research could also be extended to identify the various other elements contributing to a social media profile. In an online personal brand image perspective, a qualitative research on the context could make the concept evolve as artificial intelligence and keyword filtering algorithms are constructed on the basis of emotional intelligence from human and organisational needs.

26 CONCLUSION

The major elements building social media profiles were identified as the personal brand (which included professional skills, business skills and personal skills) of an individual and virtual trust (which included cognition, institution, identification-based trust). The expectation of the recruiters covered the same elements. The elements were factorised under two major parameters - Online personal brand image and Virtual Trust. The relationship between the two parameters seems to be integrated. Hence the social media recruitment strategy for a job seeker is identified from a recruiter's perspective. The job seeker with high levels of self-awareness can create a recruit-able social media profile by integrating and identifying the elements found. The success of social media recruitment is significantly predicted by online personal brand image factors.

Virtual trust is found to be an integral part of a social media profile but the recruitment on social media is not dependent only on virtual trust.

The social media recruitment success identified from the recruiter's perspective include employee engagement and satisfaction, employee loyalty and commitment, job offer and acceptance, quality of the new hire and satisfaction of the hiring manager.

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